



RESEARCH PROGRAM ON  
**Climate Change,  
Agriculture and  
Food Security**



# Organizational Midline Study **Bagerhat, Bangladesh**

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CGIAR Research Program on Climate Change,  
Agriculture and Food Security (CCAFS)

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# Contents

Introduction.....	5
Organizations interviewed .....	5
Analysis of the organizations.....	6
Women Agricultural Training Institute .....	6
Department of Livestock .....	7
Upazila Parishad .....	8
Local Government Engineering Department.....	9
Bangladesh Water Development Board (BWDB).....	10
Department of Fisheries (DoF).....	11
Department of Forest .....	12
UDDIPAN (United Development Initiatives for Programmed Actions).....	12
Community Development Centre (CODEC).....	13
Grameen Bank .....	14
Overall analysis.....	15

## Introduction

This report summarizes the findings from the Organizational Midline Study (OMS) carried out in August-September of 2019 in Bagerhat, Bangladesh. The interviews were conducted with the same 10 organizations interviewed during the Organizational Baseline Study (OBS). The organizations are all still working directly with farmers in Bagerhat, Bangladesh.

CCAFS' organizational-level studies supplement the quantitative household baseline surveys and the qualitative village baseline studies conducted at the same locations. The analysis for each organization follows the CCAFS guidelines for the Organizational Midline Study. The results from the midline studies were compared with the findings from the baseline. The following report details information on each interviewed organization's areas of work including - a) Objectives, b) Means of communications, c) Importance given to specific groups and areas of work, d) Allocation of resources and e) Areas of activity including any changes which have taken place, along with the possible causes and consequences of these changes.

## Organizations interviewed

1. Women Agricultural Training Institute (WATI)
2. Department of Livestock (DoL)
3. Upazila Parishad (UZP)
4. Local Government Engineering Department (LGED)
5. Bangladesh Water Development Board (BWDB)
6. Department of Fisheries (DoF)
7. Department of Forest
8. UDDIPAN (United Development Initiatives for Programmed Actions)
9. Community Development Centre (CODEC)
10. Grameen Bank (GB)

SL no.	Organization	Govt./NGO/Private Sector	Geographical scope
1	Women Agricultural Training Institute	Government	Regional
2	Department of Livestock	Government	Local, National
3	Upazila Parishad	Government	Local, National
4	Local Government Engineering Department	Government	Local, National
5	Bangladesh Water Development Board	Government	Sub-Divisional
6	Department of Fisheries	Government	Local, National
7	Department of Forest	Government	Local, National
8	UDDIPAN	NGO	National
9	Community Development Centre (CODEC)	NGO	National
10	Grameen Bank	Private Sector	National, International

## Analysis of the organizations

### Women Agricultural Training Institute

The Women Agricultural Training Institute (WATI) exclusively works with young and adult women to support them to develop new skills and improve their access new technologies. For this, the institute offers trainings on multiple self-employed livelihood opportunities.

Details on the organization's activities and comparison with the findings from the Organizational Baseline Study (OBS):

- Objectives: The main objectives of this organisation are directed towards the empowerment of women and the reduction of poverty through the promotion of women self-employment as well as efforts to improve the social status of women. These objectives have not changed since the baseline study.
- Means of communications: The organization circulates invitations to members and distributes leaflets in the community as well as arranging banners and TV spots.
- Importance given to specific groups and areas of work: Target groups include poorer populations including vulnerable women and ethnic minorities. The organization's working area is nationwide, this coverage area is noted to have increased since the OBS.

- Allocation of resources: WATI's Annual Development Programme (ADP) budget for trainings is very small and there is a low allocation of time and funds to address climate change related impacts. This is similar to the situation reported during the OBS.
- Areas of activity: Comparing current activities with what was reported at the time of the baseline, WATI is unable to carry on certain activities related to climate change, natural resources management and food security. Activities in these areas are reducing due to budget shortages as well as a shift in the focus towards providing skill-based trainings. Since 2014, two more skills were included for training, namely a beautification and a dressmaking and tailoring course. WATI previously conducted some training courses on horticulture, fisheries, beekeeping and vegetables cultivation but these have been mostly discontinued although some of the themes are still discussed through short trainings. This organization indirectly supports afforestation by encouraging women trainees to plant trees.

## **Department of Livestock**

The Department of Livestock provides extension and support services to individual farmers, community farmers groups, livestock entrepreneurs and traders. In particular, the department provides vaccinations, veterinary services, breeding/ artificial insemination, access to credits and feed. The Department of Livestock is a government organization which is in charge of monitoring livestock activities in the Upazila area.

Details on the organization's activities and comparison with the findings from the Organizational Baseline Study (OBS):

- Objectives: The main objectives of this organization are to support income generation, the reduction of poverty through improvements in food security, self-employment and livelihood opportunities. These objectives are consistent with the findings from the baseline study.
- Means of communication: The organization communicates directly with farmers, either orally or over the phone, and undertakes farm and home visits. This is similar to what was reported at the time of the baseline.
- Importance given to specific groups and areas of work: Target groups include poorer populations of both men and women. The organization's working area is the entire Upazila area. This has not changed since the OBS.



- Allocation of resources: This organization operates with limited resources, including restricted budget, staff and transport support but allocates time and human resources to address climate change related negative impacts on farmers' livelihoods, in particular when disasters occur. This is consistent with what was reported during the baseline study.
- Areas of activity: The department provides extension services for livestock keepers, supporting fodder cultivation, vaccination, training and artificial insemination. This has not changed since the OBS.

## **Upazila Parishad**

The Upazila Parishad is a local government organization led by an elected Chairman, representing the people of the Upazila area. This local government institution was established by the Government in an effort to decentralise administration in order to enhance coordination, local development planning, and the mobilization and coordination of local resources working closely with Upazila-level institutions, such as the Union Parishad. The organization aims to generate employment opportunities, improve the infrastructure by coordinating with Upazila-level institutions (mainly LGED, BWDB and Union Parishad) and Upazila-level governance systems, and develop coordinated strategies for climate change mitigations and to better cope with disasters.

Details on the organization's activities and comparison with the findings from the Organizational Baseline Study (OBS):

- Objectives: The main stated objectives are to mobilize local resources and contribute to farmers' capacity development to work towards reducing poverty and vulnerabilities. This is similar with what was stated during the baseline study.
- Means of communication: The local government publishes calls for tenders for the development of infrastructure. The organization also communicates directly with farmers, either orally or over the phone and consults with the Union Parishad and local elites. This has not changed since the OBS.
- Importance given to specific groups and areas of work: The target groups are the less well-off populations in the area. The organization is active in the entire Upazila area. This is consistent with what was reported during the baseline.
- Allocation of resources: The organization does not directly allocate resources to address climate change but assists in coordinating other related Departments responding to climate change shocks

and disasters by providing supports to farmers and community members. The organization noted that their activities and programme operations may change following a shift in priorities by the Government and other donors, development agencies or NGOs. This is consistent with what reported during the baseline study.

- Areas of activity: The organization supports local level development planning and coordination and the building of rural infrastructure as well as the implementation of government policies and assistance to the Union Parishad. This has not changed since the OBS.

## **Local Government Engineering Department**

As a government organization, the Local Government Engineering Department is responsible for developing and managing local infrastructure, including supporting increased farm or non-farm production of goods and services, generating employment, improving the socio-economic conditions of people living in the area, promoting local governance, reducing poverty and acting as an agent of change at the local level.

Details on the organization's activities and comparison with the findings from the Organizational Baseline Study (OBS):

- Objectives: The main objectives are to support the development of infrastructures, including irrigation facilities. The organization also supports the cyclone centre, the development of the marketplace as well as promoting self-employment opportunities for women. This is consistent with what was reported at baseline.
- Means of communication: The local government publishes calls for tenders for the development of infrastructure. The organization also communicates directly with farmers, either orally or over the phone and consults with the Union Parishad and local elites. This has not changed since the OBS.
- Importance given to specific groups and areas of work: The target groups are the less well-off populations in the area. The organization is active in the entire Upazila area. This is consistent with what was reported during the baseline.
- Allocation of resources- This organization allocates resources to reduce climate change related stresses on livelihoods, including some funding dedicated to supporting local populations to respond to disasters. The respondents noted that more resources will be available if the priorities

are set towards this at the national government level and by other key actors such as donors and NGOs.

- Areas of activity: The main areas of activities are infrastructure construction, including roads, schools, excavation/re-excavation of canals, roadside plantation, and the coordination of disaster responses. This is similar to the findings from the OBS but activities may vary following changes in priorities.

## **Bangladesh Water Development Board (BWDB)**

The Bangladesh Water Development Board (BWDB) addresses issues related to water management and irrigation. The organization works to mitigate the impacts of floods and prevent associated loss of resources, both in terms of lives and properties. It mainly works on a project-basis, including projects working on river navigation, canal excavation, sluice-gate operations to support fisheries and agriculture and communication for the marketing of agricultural products.

Details on the organization's activities and comparison with the findings from the Organizational Baseline Study (OBS):

- Objectives: The stated objectives are to support irrigation, control the intrusion of saline water, support freshwater fisheries and improve embankment infrastructures. This has not changed since the OBS.
- Means of communication: The local government publishes calls for tenders for the development of infrastructure. The organization also communicates directly with farmers, either orally or over the phone and consults with the Union Parishad and local elites. This has not changed since the OBS.
- Importance given to specific groups and areas of work: The target groups are the less well-off populations in the area. The organization is active in the entire sub-division area covering Upazila, both Morrelgonj and Sharankhola. This is consistent with what was reported during the baseline.
- Allocation of resources: This organization allocates resources to reduce climate change related stresses on livelihoods, including some funding dedicated to supporting local populations to respond to disasters. The respondents noted that more resources will be available if the priorities are set towards this at the national government level and by other key actors such as donors and NGOs.

- Areas of activity: Embankment maintenance, drainage sluice inlet/outlet, flushing sluice-cum-drainage operation, embankment tree plantation. This is similar to the findings from the OBS but an additional emphasis has recently been put on tree plantation on the riversides to assist with the control of climate change related shocks and disasters, notably thunderstorms and cyclones.

## **Department of Fisheries (DoF)**

The Department of Fisheries (DoF) provides fisheries related extension services, including technical information regarding fish farming and aquaculture as well as shrimp culture development to different stakeholders along the fish value chain - pond/gher owners, fish farmers, cooperatives, traders and depots. This governmental organization also provides technical training to individual farmers/groups, NGOs and the private sector.

Details on the organization's activities and comparison with the findings from the Organizational Baseline Study (OBS):

- Objectives: The main activities are targeted towards generating income through fish farming, thus contributing to a reduction in poverty levels, supporting improvements in food security and increasing self-employment and livelihood opportunities. This is consistent with what was reported during the OBS.
- Means of communication: The organization communicates directly with individual farmers/groups, either orally or over the phone. The organization also conducts farm and home visits. This is similar to what was reported during the OBS.
- Importance given to specific groups and areas of work: The target groups are less well-off fish farmers and people engaged in fishing in the area. The organization is active in the Morrelgonj Upazila area. This is consistent with what was reported during the baseline.
- Allocation of resources: The organization's Annual Development Programme (ADP) budget is limited and allocates little time and funds to address climate change related stresses on livelihoods. There are limited human resources and the organization is constrained in terms of transport capacity. This is similar to the situation reported at baseline.
- Areas of activity: Main activities are centred around training and extension services for aquaculture and fish farming development. This is consistent with the activities reported at baseline.

## **Department of Forest**

The Department of Forest focuses on tree plantation and the provision of plants at low prices. This government organization is responsible for the development of forests for the communities through social forestry activities. The organization supports the creation of tree nurseries and offer training on it as well as building awareness in communities on the need for greenery and forests. The Department of Forest also promotes the plantation of flood and cyclone resistant trees and plants on riverbanks, in addition to the plantation of fruit trees and medicinal plants.

Details on the organization's activities and comparison with the findings from the Organizational Baseline Study (OBS):

- **Objectives:** The main objectives are to contribute to the reduction of poverty, support improvements in livelihoods, generate employment and above all, to conserve the local ecosystem. This is similar to what was reported at baseline.
- **Means of communication:** The organization communicates directly with individual farmers/groups, either orally or over the phone. The organization also conducts farm and home visits. This is similar to what was reported during the OBS.
- **Importance given to specific groups and areas of work:** The target groups are the less well-off populations in the area. The organization is active in the entire sub-division area covering Upazila, both Morrelgonj and Sharankhola. This is consistent with what was reported during the baseline.
- **Allocation of resources:** The Department of Forest allocates some funds, time and human resources for climate change related activities.
- **Areas of activity:** Forestry, roadside plantation, capacity building, tree nursery development. This is similar to what was reported during the baseline study.

## **UDDIPAN (United Development Initiatives for Programmed Actions)**

UDDIPAN is a National-level Non-Governmental Organization (NGO) whose activities are mainly focused on providing credits and loans. As a national development organization, UDDIPAN makes strategic changes to its operations as a response to the changing needs and priorities of its target beneficiaries. It encourages beneficiaries to undertake projects related to agriculture, horticulture, animal husbandry, fish or shrimp culture, fruit tree management and other income generating

activities. To support these endeavours, the organization provides support, training and information as well as loans, which due to diversifications in livelihood activities can be recovered easily from participants. It also focuses on providing access to safe, arsenic-free drinking water and assists with efforts to filter water to reduce salinity as part of its climate change mitigation and rainwater harvesting activities. The organization also undertakes disaster risk reduction activities and provides relief when disasters occur, particularly food for children.

Details on the organization's activities and comparison with the findings from the Organizational Baseline Study (OBS):

- Objectives: The main objectives of the organizations are working towards social development, enterprise development and supporting human rights. This is similar to what was reported during the baseline study.
- Means of communication: The organization communicates directly with individual farmers/groups, either orally or over the phone. The organization also conducts farm and home visits. This is similar to what was reported during the OBS.
- Importance given to specific groups and areas of work: The target beneficiaries are the economically exploited and socially excluded poorer populations in the area. The organization is active in the entire area covering Upazila Morrelgonj. This is similar to what was reported at baseline. Allocation of resources: This organization allocates some of its resources for climate change related activities, in particular when disasters occur or climate change stresses are felt strongly but there are limited funds and human resources involved. The situation is similar to what was noted during the baseline study.
- Areas of activity: Micro-credit, village group mobilization, remittance, agriculture training and inputs. This is consistent with what was reported during the baseline study.

## **Community Development Centre (CODEC)**

The Community Development Centre (CODEC) is a National-level NGO which operates programmes and implements activities in order to improve the social, economic and cultural status of less well-off women's groups. CODEC works with disadvantaged coastal communities, including women involved in fishing activities. The organization prioritizes micro-credit and provides poultry and sewing training, as well as implementing activities surrounding agriculture, fisheries and livestock development with the aim to improve livelihoods, food security and nutrition, health, responses to

climate-change and safeguard the environment. CODEC emphasizes the reduction of risk and vulnerabilities to disasters by facilitating preparedness activities and managing a disaster fund. It also operates the School Disaster Management committee. Finally, the organization operates savings and credit program activities as well as conducting capacity development trainings for staffs as well as for farmers.

Details on the organization's activities and comparison with the findings from the Organizational Baseline Study (OBS):

- Objectives: The main objectives are to support the creation of employment opportunities for poor women which can lead to their empowerment, enhance agricultural production, reduce vulnerabilities and build social awareness in the communities. This is similar to the objectives reported during the baseline study.
- Means of communication: The organization communicates directly with individual farmers/groups, either orally or over the phone. The organization also conducts farm and home visits. This is similar to what was reported during the OBS.
- Importance given to specific groups and areas of work: The target beneficiaries are the economically exploited and socially excluded poorer populations in the area. The organization is active in the entire area covering Upazila Morrelgonj. This is similar to what was reported at baseline.
- Allocation of resources: This organization allocates some of its resources for climate change related activities, in particular when disasters occur, or climate change stresses are felt strongly but there are limited funds and human resources involved. The situation is similar to what was noted during the baseline study.
- Areas of activity: Microfinance- loan programmes, savings programmes, agriculture and livestock development, training on agriculture, livestock, dressmaking and others, education support program and remittance services. This is consistent with what was reported at baseline.

## **Grameen Bank**

The Grameen Bank is a National/International-level private sector financial development organization. The main function of the Grameen Bank is to provide micro credits through collateral-free credit facilities/ The organization also provides cash which helps women access resources and increase their decision-making power by supporting various types of income-generating activities.

The organization also advocates for raised houses as a safeguard measure against disasters. It also promotes tree nurseries and afforestation efforts. Finally, the organization is also involved in water management, including small scale irrigation from canals and the supply of drinking water from ponds.

Grameen Shakti was listed as a related organization during the OBS but it is now operating separately and promoting the installation of biogas, solar energy and improved cooking stoves.

Details on the organization's activities and comparison with the findings from the Organizational Baseline Study (OBS):

- Objectives: Empowerment of poor women, access of women to resources, reducing poverty, supporting self-employment, fund-development/savings, creating social responsibility, and promoting education. This is similar to the objectives reported at baseline.
- Means of communication: The organization communicates directly with individual farmers/groups, either orally or over the phone. The organization also conducts farm and home visits. This is similar to what was reported during the OBS.
- Importance given to specific groups and areas of work: The target beneficiaries are the economically exploited and socially excluded poorer populations in the area. The organization is active in the entire area covering Upazila Morrelgonj.
- Allocation of resources: The Grameen Bank allocates some funds and human resources to respond to climate change related stresses on livelihoods. The situation is similar to what was noted during the baseline study.
- Areas of activity: Micro-finance, trainings on loans and capacity building, support for social businesses. This is consistent with what was reported at the time of the baseline study.

## Overall analysis

The ten organizations interviewed for the OMS can be classified into three broad types - the first seven are all Government Organizations, the last one cited is a micro-credit and social business-based Private Organization working nationally and internationally while the remaining two organizations are NGOs working at the national level. The organizations have several common objectives, mainly working towards the development and protection of farmers livelihoods to reduce poverty levels and vulnerabilities to shocks. None of the organizations interviewed prioritizes climate change or



activities to reduce related risks. The last three organizations—UDDIPAN, CODEC and Grameen Bank—operate mainly through micro-credits.

The Department of Forest is responsible for afforestation, creating tree nurseries, and building capacity among its beneficiaries through training and technical support in quality sapling production, tree plantation and tree management. LGED, UDDIPAN and WATI all have tree plantation in their activities but in the case of WATI, this activity is currently reduced. GB, WATI and BWDB create nurseries, and BWDB promotes social forestry activities. Although they do not claim that they are working directly to address climate change related impacts, these organizations contribute to mitigation efforts through their social forestry activities and the tree nurseries programmes.

The BWDB maintains and improves coastal embankments to protect against tidal surges and soil erosion. It is mainly responsible for water management. The organization measures water levels and monitors the river situation, including seasonal variability and salinity levels. BWDB also protects against salinity intrusion in agricultural lands and fresh/sweet water canals. Both the BWDB and the LGED are involved in re-excavating and maintaining canals, enhancing canal connectivity/drainage, including the operation and maintenance of sluice gates and boxes. Both organizations undertake water management activities through participatory approaches. BWDB and LGED also both work on improving flood and cyclone shelters to enhance disaster preparedness and raise awareness of disasters in the community, working in cooperation with the Upazila Parishad.

CODEC focuses on reducing risk and vulnerabilities to disasters by facilitating preparedness activities and managing a disaster fund. UDDIPAN also facilitates a disaster risk reduction program and provides disaster relief, particularly food for children. The organization also focuses on supporting access to safe, arsenic-free drinking water and water filtering to reduce salinity, as well as, rainwater harvesting. Grameen Bank's activities include raising houses to protect them from disasters. Grameen Shakti was previously associated with Grameen Bank but is currently operating separately and promoting the installation of biogas, solar energy and improved cooking stoves. Grameen Shakti is also working to support the development of green energy. CODEC & UDDIPAN are both encouraging rainwater harvesting and supporting access to safe drinking water, which is affected by climate change's impacts.

CCAFS might be interested in working closely with the Women Agricultural Training Institute, it could be a relevant partner for capacity building activities. However, WATI's focus has shifted to some extent to trainings on market opportunities due to budget constraints and staff shortages. Yet, it

can play an important role for the community in terms of food security, natural resources management and a relevant partner to organize climate change related risk reduction activities. Moreover, the Department of Forest and Department of Fisheries can be important CCAFS partner as the departments will be important agents of change working with vulnerable people/communities towards food security, sustainable natural resources management and poverty alleviation. For works focusing on improving green energy, Grameen Shakti could be a suitable partner.